



## OFFICE OF THE STATE CHIEF INFORMATION OFFICER

J. Clark Kelso  
*Chief Information Officer*

November 27, 2006

Dear Colleagues and Government Leaders:

Last year, I asked the California Research Bureau (CRB) to prepare a study of the policies and issues that would be likely to affect the successful implementation of one of the key goals of our state IT strategic plan. That goal – Strengthening Our Technology Workforce – is expressed as follows in our strategic plan:

*The State will strengthen its information technology workforce to meet the needs and challenges of supporting a large and complex public-sector organization in the 21<sup>st</sup> Century. (See California Information Technology (IT) Strategic Plan, Goal 5)*

I am enclosing the CRB's final report titled, *The State's Information Technology Hiring Process: Suggested Reforms*. The report provides a brief history of the State's IT human resources (HR) problems and issues, and it includes recommendations on state policy and procedures. In some cases, the recommendations apply to civil service issues beyond the IT workforce, and these broader recommendations are worthy of serious consideration as we all seek to build a 21<sup>st</sup> century state workforce. I believe you will find this report informative, and I invite you to send any reactions or comments to me at [ckelso@pacific.edu](mailto:ckelso@pacific.edu) or [caroline.cabias@boe.ca.gov](mailto:caroline.cabias@boe.ca.gov).

My heartfelt thanks and appreciation goes to the California Research Bureau for the completion of this significant report on California civil service IT HR issues. We are fortunate to have the resources and expertise of the Bureau at our disposal for these thoughtful reports.

Sincerely,

J. Clark Kelso  
Chief Information Officer  
State of California

Enclosure: *The State's Information Technology Hiring Process: Suggested Reforms*